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Questions 151-153 refer to the following memo.

To: Garston Architects Ltd. staff
From: Archie Wentworth, Senior Partner
Re: All-staff meeting
Date: 20 March

To All Staff,

Next Monday, 27 March, we will have a special guest at our all-staff meeting in room 203. Vera Pavlovich is a senior architect at the Nørgaard-Holm Firm in Copenhagen, where she has worked for the past four years. She led the design of Copenhagen's Lund House as well as the Iversen Building in Stockholm. Both buildings have won international awards for their sleek, innovative designs. Before making a name for herself in Europe, Ms. Pavlovich spent eight years in New York City at the Ellison-Grant Architect Group. It was at Ellison-Grant that I had the chance to collaborate with her on several projects. Ms. Pavlovich will be here in Edinburgh next week and has agreed to give a talk at our meeting about several of her internationally acclaimed design projects. All staff are urged to attend.

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151. What does the memo discuss?

153. Where is Garston Architects Ltd. located?

refer to the following text-message chain.

Arthur Chen 5:49 P.M.

Eleanor sent you an e-mail with the sales figures a little while ago. She's been wondering when she'll hear back from you.

Diego Montes 5:50 P.M.

I'm not at my desk. Do you think she's concerned because the numbers are lower than expected?

Arthur Chen 5:50 P.M.

Possibly.

Diego Montes 5:51 P.M.

I got called away to check the bottling machine. It's acting up.

Arthur Chen 5:52 P.M.

Should I call a technician?

Diego Montes 5:54 P.M.

I'm hoping to handle it myself. Why don't you arrange a conference call for Thursday afternoon? The team will need to discuss the report.

Arthur Chen 5:54 P.M.

Will do.

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Questions 156-158 refer to the following letter.

Calmont Art Museum
254 Tanner Road
Hamilton HM 12
www.calmont.org.bm

19 December

Mr. Reggie Sayre
16 Neville Lane
Paget PG 05
Bermuda

Dear Mr. Sayre:

As a Calmont Art Museum member, you will soon be able to take advantage of our Member Appreciation Month discounts. — [1] —. From 1 to 31 January, members will receive an extra 20 percent savings on all gift-shop items. Members will also be offered a complimentary cup of coffee or tea with their meal in the café. Additionally, those who become first-time members by 31 January will receive a 10 percent membership fee discount. — [2] —. So encourage your friends to go online and sign up.

— [3] — Every Friday of the month, the previously closed third-floor galleries, which feature sculptures and paintings by contemporary Bermudian artists, will be open to all visitors until 9:00 P.M. Photographs of select artwork from these galleries can be viewed on our Web site.

— [4] —. We hope to see you in the coming month.

Sincerely,

Ilyana Cooper

Ilyana Cooper
Director of Member Services

Questions 15

To:
From:
Subject:
Date:
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Questions 159-160 refer to the following e-mail.

To:	Moana Dixon <mdixon@jeminatoys.com.au>
From:	So-Hyun Ahn <sahn@jeminatoys.co.kr>
Subject:	Jemina Toys' anniversary
Date:	20 June
Attachment:	 Kickoff celebration

Dear Vice President Dixon,

Several high-profile events and a mix of advertisements are now in place for Jemina Toys' celebration of fifty years in Korea. The kickoff banquet will be held at the Grand Harper Hotel in Seoul on 2 August. We're eager to hear your decision about whether you will join us as our guest of honour. You'll find an invitation attached.

We just arranged advertising for a series of in-store anniversary sales that will launch periodically over the remainder of the year. We'll also be sending out press releases before each of these. I'll provide you with a complete schedule once it is finalized. 160

Sincerely,

So-Hyun Ahn
Korea Marketing Director, Jemina Toys

159. What is the purpose of the e-mail?

- (A) To inquire about discounted products
- (B) To confirm a hotel reservation

160. What does Ms. Ahn promise to send later?

- (A) A revised invitation
- (B) A list of upcoming events
- (C) A travel itinerary

Questions 161-164 refer to the following article.

Long Ride Even Longer?

By Selma Gonzalez

161 On Monday, Chien Motors, the manufacturer now producing Long Ride motorcycles, announced a delay in the introduction of the new Flash JX model. Industry competitors responded with surprise at the news. —[1]—. And Long Ride motorcycle fans went online en masse to express frustration with Chien Motors for canceling March's much-anticipated roll-out.

It seems the decision to equip the Flash JX with a hybrid system, which uses both gasoline and electric power, is to blame. Chien Motors admits that the current prototype was rejected because of its

162 excessive size and weight. This design of the power system would have required a larger motorcycle body than planned. They also had concerns over its lack of power output.

—[2]—

In addition to the design challenges, the Long Ride factory, having been equipped to produce previous models, is not ready for production of the Flash JX hybrid. —[3]—. New equipment will need to be purchased, and the assembly floor will need to be reconfigured.

163 Last year, Chien Motors was widely praised by motorcycle enthusiasts after it stepped in to save Long Ride from going out of business. What a difference twelve months has made. —[4]—.

161. What is indicated about Chien Motors?

- (A) It owns the Long Ride motorcycle brand.
- (B) It plans to sell a model at a reduced

163. Why will the factory be renovated?

- (A) It does not comply with a new regulation.
- (B) It has not been updated.

Questions 165-168 refer to the following text-message chain.

David Fowles [4:26 P.M.] Ms. Kang, tomorrow's forecast is calling for storms, so the roof work on your hotel's new wing will have to be put on hold.

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Sue Kang [4:27 P.M.] Will that mean no work the whole day?

David Fowles [4:27 P.M.] Not at all. My workers can help Tony Ulman's crew repair the support beams inside the old building.

Sue Kang [4:28 P.M.] How long will it take to repair those?

David Fowles [4:28 P.M.] Let me check.

David Fowles [4:29 P.M.] Tony, how close are you to finishing your project?

Tony Ulman [4:31 P.M.] Things were looking OK until this morning when the structural engineer came by with some updates. We'll be working late the next few days.

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David Fowles [4:32 P.M.] How would you feel about my crew helping you out tomorrow?

Tony Ulman [4:33 P.M.] Great! Then we could possibly finish in one day.

Sue Kang [4:35 P.M.] So your workers will only need access to the old building?

David Fowles [4:36 P.M.] For tomorrow, yes. Would it be OK for them to leave their cars in front of the old building?

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Sue Kang [4:38 P.M.] Sure. There should be enough spaces next to the main entrance. And could you remind them not to take vehicles onto the grass?

Questions 169-171 refer to the following advertisement.

Nimblearn

Find the Information Your Company Needs

Nimblearn is a robust, next-generation tool designed to make creating surveys easy, effective, and affordable. Our intuitive Web-based software allows you to design and administer surveys and automatically track and analyze results.

You asked for it, we created it. We designed Nimblearn to include all the features you requested:

- A simple process for designing surveys that guides you every step of the way
- A huge list of question types, from true/false to open text, with advice on how and when to use each one
- A library of proven sample questions designed to gather essential feedback on quality
- Loads of quick and easy ways to distribute your surveys (e-mail, social media, etc.)
- Summary and advanced reports that can be viewed in real time

Go to www.nimblearn.com to learn more.

169. How would a company most likely use Nimblearn?

171. What is NOT mentioned as a feature of Nimblearn?

(A) Step-by-step instructions

Questions 172-175 refer to the following notice.



Prendis National Park Authority (PNPA)

Prendis National Park includes mainland shore areas and Prendis Island itself. Please note, however, that additional restrictions will be in force for accessing the island this summer. **Unless they are members of an official tour, visitors to the park will be prohibited from setting foot on Prendis Island.** This rule also applies to individuals who may wish to visit the island independently using private watercraft. Such individuals may view the island from the water and may anchor offshore, but must not make landfall on the island.

The PNPA's **official boat tours for visitors to the island are offered seven days a week throughout the year** and depart at two-hour time intervals starting at 8 A.M. The final tour leaves at 4 P.M., except for the summer months of December through March, when this is extended to 6 P.M. Call 08 9776 5992 to make reservations. The official tour includes a brief visit to the island itself, where you can view bird-nesting areas with a PNPA park ranger as your authorized escort.

Payment and Reservations

- **Tours are capped at 18 participants.** If your group is smaller than 15, we reserve the right to include other visitors in your tour.
- Tickets are \$20 per person for those 12 years of age and over and \$10 per child under the age of 12.
- **A nonrefundable deposit of \$5 per person is required** to hold a reservation for groups. Your deposit will be credited to your total group admission fee. If your party does not arrive at the specified time, we reserve the right to shorten the trip as necessary in order to avoid interfering with subsequent tours. Rescheduling cannot be considered.

Questions 176-180 refer to the following notice.

REVIEWS

Ticket Stack has conferences, and

Step 1: Create
Browse our collection
modify the text
the color scheme
Design Application
templates and

Step 2: Choose
With Ticket Stack
order, the lowest

Step 3: Add
For an additional
ultraviolet

Step 4:
Orders
to place

Questions 176-180 refer to the following Web page and customer review

Welcome to Ticket Stack

REVIEWS HOME EVENTS PLACE ORDER

Ticket Stack—the online source for all your ticket needs!
Ticket Stack has printed tickets for millions of events, including concerts, sporting events, conferences, and more. No matter what the event, we can help you design the perfect ticket.

Step 1: Create your ticket
Browse our collection of attractive template designs by selecting a category. You can then easily modify the text of each template to include your event information. If you want more control over the color scheme, font, images, and other design features, simply download our Ticket Stack Design Application. This free software gives customers the freedom to go beyond the standard templates and modify the appearance of their tickets.

Step 2: Choose a quantity
With Ticket Stack, you can order as few as 50 tickets or as many more as you need. The more you order, the lower the price!

Quantity	Price per item
50-500	30 cents
501-1,000	20 cents
1,001-2,500	10 cents
2,501 or more	8 cents

Step 3: Add an invisible verification stamp
For an additional 2 cents per item, you can choose to have the back of your tickets printed with ultraviolet ink, visible only under a black light. This feature ensures the authenticity of your tickets.

Step 4: Place your order
Orders generally require three business days to process, but large orders may take longer. Be sure to place your order well in advance of your event.

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Welcome to Ticket Stack

REVIEWS HOME EVENTS PLACE ORDER

★★★★★ *I'm so thankful I found Ticket Stack!*
I work for an independent local theater, Dewley Theater. We recently ordered 2,500 tickets from Ticket Stack. We decided against securing the tickets with the invisible verification stamp but did download the free software so that we would have more flexibility with the design and could include the theater's logo. The tickets came out great! A number of patrons complimented us on the new design, and we were especially pleased with the prompt delivery! By contrast, last year we ordered tickets from a small company based here in Albany and were disappointed with the service. That order took four weeks to arrive. This year, even though Ticket Stack is based on the opposite side of the country, we received our tickets within just five business days!

—Ned Collier

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Questions 181-185 refer to the following e-mail and business plan.

To:	Anna Browne <abrowne@firstprospect.com>
From:	Stefania Floros <s.floros@soleassortment.com>
Date:	December 22
Re:	Business plan
Attachment:	Floros revised

Dear Ms. Browne,

Thank you for helping me to secure funding for my new business. I have reviewed your feedback and changed my business plan accordingly. As you suggested, I have added a section that identifies our anticipated customer population. The revised version is attached. I believe this completes the necessary paperwork for my loan application. If you have further questions, please do not hesitate to contact me.

I look forward to receiving your official approval of my application.

Sincerely,
Stefania Floros

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Revised Business Plan: Sole Assortment

Section 1. Purpose

Raleigh Street has become a vibrant district of eateries, shops, and entertainment venues. My business, Sole Assortment, will fill a very significant gap among the existing apparel shops and department stores. Sole Assortment will focus on women's shoes and accessories. We are committed to offering high-quality footwear at affordable prices in a relaxing, customer-centered environment.

Section 2. Target Market

Sole Assortment will serve women who work in the surrounding area. Because many office buildings are within walking distance, customers from the target market are likely to frequent the store during mid-day breaks and at the end of the business day. Weekend customers are those who come to the area for shopping, dining, and entertainment.

Section 3. Estimated Timeline

The grand opening is scheduled for May 10. The anticipated deadlines for each stage of the timeline are:

February 25	Sign lease and obtain business permit
March 31	Renovate space and install displays
April 30	Post job announcements, complete interviews, and hire staff
May 7	Load inventory and prepare for opening

Section 4. Financial Information

See attached projection sheet for details about anticipated expenditures and profits.

Questions 186-190 refer to the following Web page, e-mail, and form.

https://www.centralcraftofficefurnishings.com/

PHOTO GALLERY HOME BROWSE ORDER FORM CONTACT US

Central Craft Office Furnishings

Welcome to our Web site! Browse our item inventory to imagine workspaces that are stylish and productive. We have been serving the Eastern Cape for over 30 years, and you can count on our fine quality furnishings to set your offices apart.

We always offer the following deals:

- Free shipping and handling for first-time buyers
- Discounts to schools and nonprofit organizations (call for information) → 186

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From:	David Louw [dlouw@marketstreetlegal.co.za]
To:	Mpho Mashigo [mmashigo@marketstreetlegal.co.za]
Date:	12 May
Subject:	Office furnishing update

Hello, Mpho,

I've completed some research and would like to suggest that we go with Central Craft Office Furnishings for the desks and other pieces for our office renovation. Though we've never purchased from them before, they provided references that gave glowing recommendations.

I think we should choose a larger desk type for our main work area (twelve desks), with matching filing cabinets and bookshelves. For the support staff and interns who work upstairs, I suggest a simpler desk style. → 188

If you approve these suggestions, I'm hoping to place the order quickly so that the items would be delivered while most of our staff are away at the conference in Bloemfontein. Unfortunately, our work areas will appear quite messy as we clear out the old furniture and await the arrival of the new items. → 189

Please let me know what you think of the plan I have outlined above.

David

Order code: YB183W
Contact: David Louw, (041) 961-5072
Delivery to: Market Street Legal, 56 Market Street, Uitenhage 6229
Delivery window: 02-04 June, 09:00-17:00

Quantity	Product ID	Description
12	HBD3113	Hamilton Business Desk
12	TAF1275	Tuck Away File Cabinet; matte grey
4	BB2820	Bookworm Bookshelves; matte grey
6	FD4218	Flexible Desk 189

Note: Due to demand, we are out of Product BB2820 at our Port Elizabeth store. Those items will be delivered to your office directly from our manufacturing site, so they will be shipped into Uitenhage from Cape Town rather than from Port Elizabeth. This may delay the delivery by one or two days. Every effort will be made to have the entire order delivered on the same day.

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186. What is indicated about Central Craft Office Furnishings?

(A) It provides complimentary interior

189. What furniture product will most likely be placed upstairs at Market Street Legal?

(A) Hamilton Desk

Questions 191-195 refer to the following e-mail, menu, and comment card.

From:	Jethro Li <jli@plumroom.com>
To:	Bettina Vargas <bvargas@plumroom.com>
Date:	Monday, September 19
Subject:	Menu tasting

Hi Bettina,

It's hard to believe Mr. Bonneau will be here in just four weeks! Since his review will be published in the city newspaper, let's be sure that our selections reflect the very best of The Plum Room. To get input on the menu we'll be serving him, I've decided we should hold a special menu-tasting event on Saturday of next week.

I have a few suggestions for what we could serve at the menu tasting. How about preparing a hearty meatless entrée that can really hold its own? That way we can highlight our vegetarian-friendly offerings. Perhaps our steamed shellfish dish would be a good option too. I do insist, however, on offering the new specialty pizzas we're planning to introduce on our regular menu. That is, of course, assuming construction on the brick oven is completed by then. Also, I think we could serve at least one of our fruit desserts—they are always popular. But do know that I have full confidence in you, as Head Chef, to finalize the menu selections.

Lastly, I'd like to offer our menu-tasting patrons a chance to tour the kitchen while they are here. Let me know how you feel about this and how best to arrange it.

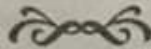
Thanks,

Jethro Li

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The Plum Room Tasting Menu
Saturday, October 1

- Smoked salmon canapés
- Baked halibut in butter sauce
- Eggplant steak with lemon tomato sauce
- Steamed mussels and shrimp in a coconut broth
- Roasted Tuscan chicken with white beans and wilted greens
- Peach cake with glazed almonds

Name: Elianne Aude

Tasting Comment Card

Please comment on your tasting experience at The Plum Room.

I was pleasantly surprised by the gentle sweetness of the eggplant dish, the sauce was a little acidic for my taste though. The halibut, on the other hand, exceeded all my expectations. The Tuscan chicken was tender, but overall it lacked flavor. Regarding the cake, it was fairly tasty, though a bit overcooked. I was quite impressed with the efficient design of your kitchen. I look forward to sampling the new brick-oven pizzas when they're introduced. It's a shame you weren't able to offer them today.

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191. What is the purpose of the menu tasting?

(A) To prepare for a visit from a restaurant critic

194. Which menu item was most likely Ms. Aude's favorite?

Questions 196-200 refer to the following e-mail, flyer, and text message.

To:	Interns
From:	Hassan Asif
Subject:	Speaker series
Date:	February 11

Dear students,

Good news! Mr. Tatsuo Nomura has agreed to participate in our Speaker Series this spring. As part of your student internship responsibilities you will need to arrange his lodging here at the university for March 25-27 and have the necessary paperwork completed and approved so that Mr. Nomura can receive his honorarium. Please reserve a room for his presentation as well. I recommend McAneny Auditorium since it can accommodate the most people, but any of the presentation rooms in the business building would be fine.

Also, once Mr. Nomura provides his abstract, you will need to design a flyer and post it in the usual locations throughout the building. I trust you will be able to divide the work among the four of you without any issues. Thanks!

Dr. Asif

Professor, Dunn School of Business

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Dunn School of Business
Speaker Series Presents:
Mr. Tatsuo Nomura
Executive Vice President, Kyoto Financial Group, Japan
Developing Alternative Finance Partnerships
March 26, 5:30 P.M.
Trosdal Room

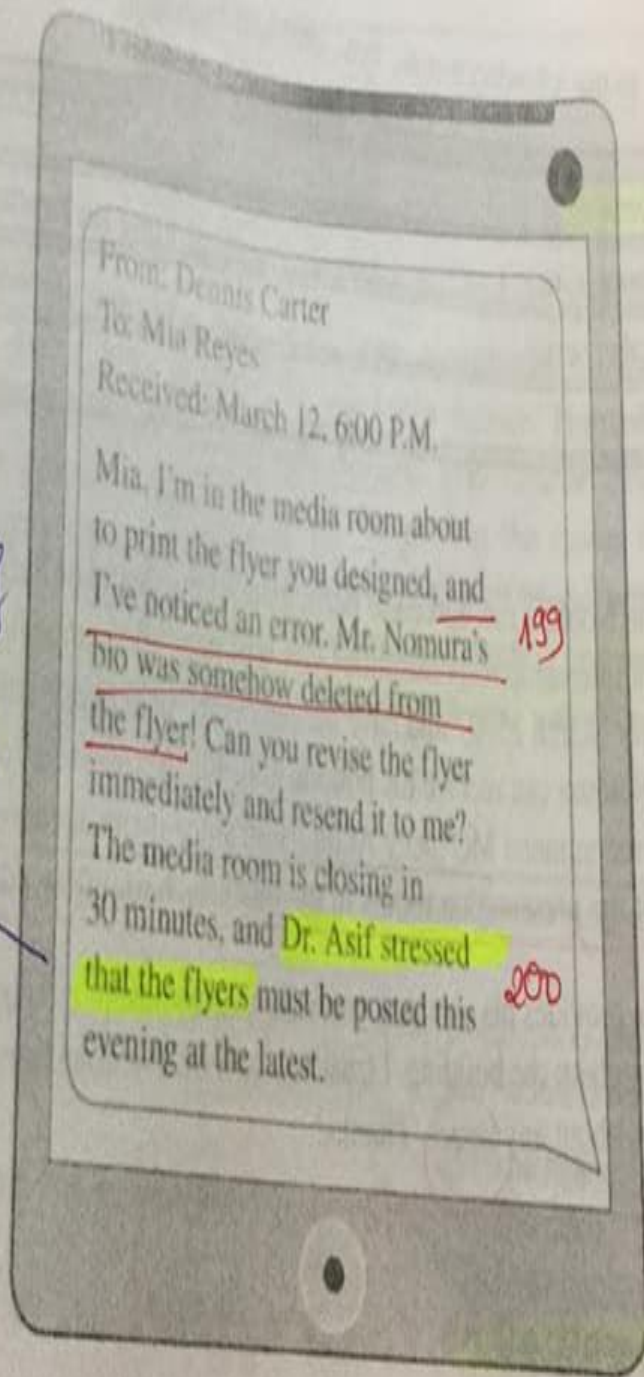
In the past few years, many financial institutions have restricted lending to reduce their risk. This practice, however, contributes to unfavorable market conditions. How can banks minimize risk while still providing suitable funding opportunities to entrepreneurs? One possible solution that is gaining in popularity is alternative finance. I will provide an overview of alternative finance, share some compelling data collected jointly by researchers at Kyoto Financial Group and Dunn School of Business, and discuss how this global banking innovation can revive our industry.

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Trong email người viết là giáo sư Asif của trường gửi cho interns (thực tập sinh) và giao việc cho các thực tập sinh.

⇒ Ms. Reyes là sinh viên của trường này.



196. What is suggested about the Trostdal

199. What problem does Mr. Carter